



Capacity to Serve

Setting San Francisco's Social Services Nonprofits Up For Success

2024-25 San Francisco Civil Grand Jury Report

Motivation: social services nonprofit grants are massive, important, and noteworthy

- More than a **billion dollars per year** in grants (7% of the city budget, growing over time)
- Grantee organizations serve **vulnerable residents** (unhoused, struggling with mental illness, young children)
- Steady stream of **reporting on mismanagement incidents**



The Jury found that the city...

- Does not effectively address **shortfalls in nonprofit management capacity** (F1)
 - Has an **overcomplicated procurement process** that delays grants and makes good management harder (F2)
 - Does not **equip city staff** to navigate procurement (F3)
 - Takes too long to **convert monitoring findings into corrective action** (F4)
- 

Spotlight on process complexity

- Standard city procurement requires many **bidding, evaluation, and review steps** that are often inappropriate for social services grants
 - Several **recent ordinances create exceptions** to the process for particularly urgent classes of grants
 - But this makes the process **more complex** and harder for everyone to understand and navigate!
 - Needs **more comprehensive rethinking**
- 